Research Article

Guntur Nasution[1]*, Muhammad Isa Indrawan[2]

The Influence of Work Discipline and Supervision on Employee Performance with Communication as an Intervening Variable at Head Office PT. Jasindo Insurance

*Corresponding Author: **Guntur Nasution:** Universitas Pembangunan Panca Budi, Indonesia; gunturnasution@gmail.com
Muhammad Isa Indrawan: Universitas Pembangunan Panca Budi, Indonesia; isaindrawan@dosen.pancabudi.ac.id

Abstract: *One of the most important parts of human resources in a company is employees. Employees are the main driver of the performance, smoothness and survival of a company, so to achieve the desired goals it is important for companies to maintain and improve the performance of their employees. This research aims to determine the effect of work discipline and supervision on employee performance with communication as an intervening variable with associative quantitative research, this research was conducted at the Head Office of PT. Jasindo Insurance. The population of this study was 80 employees and the sample used was 80 employees (saturated sample). Data was collected by distributing questionnaires and the research model used was path analysis. The measuring tool used for this research was Smart PLS version 3.3.3. The results of this research are as follows: Work Discipline has a positive and insignificant effect on Employee Performance. Work Discipline has a positive and significant effect on Communication. Communication has a positive and significant effect on employee performance. Supervision has a positive and significant effect on employee performance. Supervision has a positive and insignificant effect on communication. Work Discipline has a positive and insignificant effect on Employee Performance through Communication. Supervision has a positive and insignificant effect on employee performance through communication.*
Keywords*: Work Discipline, Supervision, Communication, Employee Performance.*

Introduction

It is very important for a company to have good management so that the company can achieve the goals that have been set. And one of the management that has a very important role in the company is human resource management. A company that is competent and can compete can be produced by developing the role of human resources. human power. One of the most important parts of human resources in a company is employees. Employees are the main driver of the performance, smoothness and survival of a company, so to achieve the desired goals it is important for companies to maintain and improve the performance of their employees. Work discipline can be seen as something that is of great benefit to the company and the employees themselves. The existence of work discipline for the company will ensure the maintenance of order and smooth implementation of tasks, so that the company's goals are achieved. As for employees, work discipline will create a comfortable atmosphere and good performance so that they can increase enthusiasm in carrying out their duties. In this way, employees do their work with maximum awareness, energy and thought so that the company's goals are realized.

Supervision is essentially a function inherent in a leader or top management in every organization, in line with other basic management functions such as planning and implementation. Likewise, in government organizations, the supervisory function is the duty and responsibility of the head of government, as in provincial government it is the duty and responsibility of the governor, while in district and city governments it is the duty and responsibility of the regent and mayor (Government Regulation of the Republic of Indonesia Number 79 of 2005). However, due to the limited ability of a person to follow

organizational principles, the duties and responsibilities of the leader are handed over to his assistants who follow the distribution of power as taught in modern organizational theory. The purpose of supervision is to understand and find what went wrong for future improvements.

Communication is a basic human activity. By communicating, humans can relate to each other both in daily life at home, at work, in society or wherever humans are. There is no human being who is not involved in communication. Communication has a very important role in human life, both individually, in groups and in organizations. Ruben (in Muhamad, 2005:3) provides a more comprehensive definition of human communication, namely human communication is a process through which individuals in relationships, in groups, in organizations and in society create, transmit and use information to coordinate their environment and people. other. Employee performance really helps the company in achieving short-term and long-term goals. Employee performance is the ultimate goal and is a way for various managers to ensure that employee activities and the resulting output are in line with organizational goals.

Several studies that have been carried out attempt to study the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance. Unfortunately, previous studies have shown different results, so there is a need for research that again examines the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance. The phenomenon that occurs at the Jasindo office is a lack of supervision of employee performance so that employees do not comply with existing regulations in the office and are not disciplined about the work and responsibilities given to employees and are often late on purpose and poor communication will cause misunderstandings between employees and misunderstandings can occur between employees.

Literature Review

Work Discipline

Apart from that, according to Sutrisno (2016), discipline is "a person's behavior that is in accordance with existing regulations, work procedures or discipline is attitudes, behavior and actions that are in accordance with the organization's regulations, both written and unwritten." Sinambela (2019) "then regulations are very necessary to create good order in the office where you work, because discipline in an office or place of work is said to be good if some employees obey the existing regulations."

Work Discipline Indicators

According to Sutrisno (2016) indicators of work discipline are as follows:

1. Obey the rules of time,
2. Comply with company regulations
3. Obey the rules of behavior at work
4. Comply with other regulations in the company.

Supervision

According to Kartono (2013), the meaning of supervision is that in general followers can work together well towards achieving the general goals and objectives of the supervisory organization to measure work results and avoid deviations. Siagian (2013) said that supervision is a process of observing the implementation of the entire organization to ensure that all work being carried out runs according to previously established plans.

Monitoring Indicators

The monitoring indicators are according to Kartono (2013)

1. Determine the implementation size.
2. Provide an assessment.
3. Carry out corrections.

Communication

The following is the definition of communication according to several experts: Kartono (2013) says that communication is the flow of information and emotions in society that occurs vertically (up and down, vice-versa) and horizontally. According to Effendy (2017), communication is a systematic effort to clearly formulate the principles of conveying information and forming opinions and attitudes.

Communication Indicators

According to Effendy (2017) there are several indicators that can be used to determine whether communication in a company is good or not, namely:

1) Communicator
2) Message
3) Media
4) Communication at the company
5) Effect

Employee performance

According to Bangun (2013), performance is the result of work achieved by a person or group, such as standard work results, targets determined during a certain period which are guided by norms, standard operating procedures, criteria and functions that have been established or that apply within the company. According to Mangkunegara (2015) the term performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone).

Employee Performance Indicators

As for the indicators of employee performance according to Bangun (2013) employee performance assessment, work standards must be able to be measured and understood clearly through:

1. Number of jobs
2. Quality of work
3. Punctuality
4. Presence
5. Work ability

Method

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2018). In this research, the exogenous variables are Work Discipline (X1) and Supervision (X2). Meanwhile, the endogenous variable is Employee Performance (Y) and the Intervening Variable is Communication (Z). This research was carried out at the Head Office of PT. Jasindo Insurance. This research was carried out from March 2023 to July 2023.

According to Sugiyono (2018), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then the conclusion drawn is that the population used is 80 employees. According to Sugiyono (2018), the sample is part of the number and characteristics of the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. However, in this research, because the population is relatively small, the sampling technique used is a saturated sampling technique, which involves all respondents to be the sample, meaning the sample that will be used is 80 employees.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.
1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.
2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:
1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:
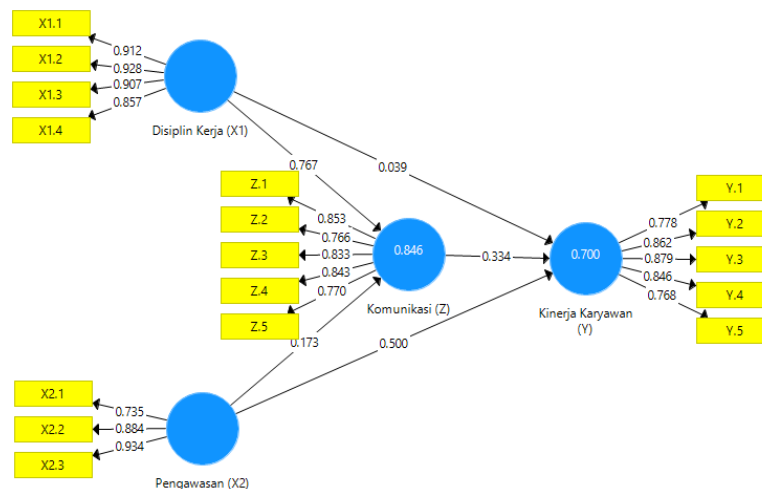

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

$Z = b1X1 + b2X2 + e1$

$Z = 0.767X1 + 0.173X2 + e1$

For substructure 2:

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.039 X1 + 0.500X2 + 0.334Z + e2$

Table 1. Outer Loadings

	Work Discipline (X1)	Employee Performance (Y)	Communication (Z)	Supervision (X2)
X1.1	0.912			
X1.2	0.928			
X1.3	0.907			
X1.4	0.857			
X2.1				0.735
X2.2				0.884
X2.3				0.934
Y.1		0.778		
Y.2		0.862		
Y.3		0.879		
Y.4		0.846		
Y.5		0.768		
Z.1			0.853	
Z.2			0.766	
Z.3			0.833	
Z.4			0.843	
Z.5			0.770	

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable states that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

2. Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:

Table 2. Discriminant Validity

	Work Discipline (X1)	Employee Performance (Y)	Communication (Z)	Supervision (X2)
X1.1	0.912	0.680	0.809	0.767
X1.2	0.928	0.701	0.894	0.804

X1.3	0.907	0.687	0.818	0.810
X1.4	0.857	0.734	0.777	0.734
X2.1	0.679	0.541	0.561	0.735
X2.2	0.772	0.807	0.768	0.884
X2.3	0.768	0.708	0.789	**0.934**
Y.1	0.591	0.778	0.480	0.612
Y.2	0.695	0.862	0.670	0.698
Y.3	0.700	**0.879**	0.734	0.758
Y.4	0.587	0.846	0.678	0.692
Y.5	0.639	0.768	0.671	0.589
Z.1	0.777	0.651	**0.853**	0.773
Z.2	0.742	0.567	0.766	0.634
Z.3	0.805	0.536	0.833	0.726
Z.4	0.747	0.770	0.843	0.681
Z.5	0.655	0.667	0.770	0.578

Source: Smart PLS 3.3.3

In table 2 above there is a cross loading value for each variable so it can be explained that each variable has a cross loading value that is greater than the other latent variables in each variable so that this research is considered discriminantly valid.

3. Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X1)	0.923	0.945	0.812
Employee Performance (Y)	0.884	0.916	0.685
Communication (Z)	0.872	0.907	0.662
Supervision (X2)	0.814	0.890	0.732

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.700	0.688
Communication (Z)	0.846	0.842

Source: Smart PLS 3.3.3

There is an R square value for the Employee Performance variable of 0.700 and the percentage is 70.0%, meaning that the influence of work discipline, supervision and communication variables on employee performance is 70.0%, the remainder is in other variables. The R square value for the communication variable is 0.846 and the percentage is 84.6%, meaning that the influence of work discipline and supervision on communication is 84.6%, the rest is in other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

Table 5. Path Coefficients (Direct Influence) and (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Work Discipline (X1) -> Employee Performance (Y)	0.039	0.231	**0.817**
Work Discipline (X1) -> Communication (Z)	0.767	9,368	**0,000**
Communication (Z) -> Employee Performance (Y)	0.334	1,977	**0.049**
Supervision (X2) -> Employee Performance (Y)	0.500	4,622	**0,000**
Supervision (X2) -> Communication (Z)	0.173	1,939	**0.053**
Work Discipline (X1) -> Communication (Z) -> Employee Performance (Y)	0.256	1,936	**0.053**
Supervision (X2) -> Communication (Z) -> Employee Performance (Y)	0.058	1,190	**0.235**

Source: Smart PLS 3.3.3

In this research, there are direct and indirect hypothesis results. You can see the table above is the hypothesis result and will be explained as follows:

1. Work Discipline has a positive and insignificant effect on employee performance with an original sample value of 0.039 and a P value of 0.817, meaning that not all employees want to be disciplined at work. There are still many naughty employees who do not want to be disciplined so that the performance of other employees will be disrupted, which can cause losses for the organization. .
2. Work Discipline has a positive and significant effect on Communication with an original sample value of 0.767 and a P value of 0.000, meaning that if work discipline increases, communication will increase, if it decreases, communication will also decrease.
3. Communication has a positive and significant effect on employee performance with an original sample value of 0.334 and a P value of 0.049, meaning that if good communication increases then employee performance can improve well, if communication decreases then performance can also decrease.
4. Supervision has a positive and significant effect on employee performance with an original sample value of 0.500 and a P value of 0.000, meaning that supervision is very influential in supporting employee performance well and can avoid mistakes so that with supervision employees will work well and according to directions and performance will increase if supervision is reduced then employee performance will decrease.
5. Supervision has a positive and insignificant effect on Communication with a value of 0.173 and a P value of 0.053, meaning that not all supervisors communicate with employees, there are supervisors who pretend to be employees so they seek information through communication with employees and there are also supervisors by monitoring from other places to see employee work so everyone has their own way of supervising an employee's work.
6. Work Discipline has a positive and insignificant effect on Employee Performance through Communication with an original sample value of 0.256 and a P value of 0.053. In this hypothesis, communication is not able to influence variables X1 and Y indirectly and significantly, meaning that communication is not an intervening variable in this study but rather an independent or dependent variable.
7. Supervision has a positive and insignificant effect on employee performance through communication with an original sample value of 0.058 and a P value of 0.235, meaning that in this hypothesis communication is not able to influence variables X2 and Y indirectly and significantly, meaning that communication is not an intervening variable but rather an independent or dependent variable.

Closing

Conclusion

After getting the results of the research and having drawn the hypothesis results, you will provide conclusions for this research. The conclusions of this research are as follows:

1. Work Discipline has a positive and insignificant effect on Employee Performance at PT Head Office. Jasindo Insurance.
2. Work Discipline has a positive and significant effect on Communication at PT Head Office. Jasindo Insurance.
3. Communication has a positive and significant effect on employee performance at PT Head Office. Jasindo Insurance.
4. Supervision has a positive and significant effect on employee performance at PT Head Office. Jasindo Insurance.

5. Supervision has a positive and insignificant effect on communication at PT Head Office. Jasindo Insurance.
6. Work Discipline has a positive and insignificant effect on Employee Performance through Communication at PT Head Office. Jasindo Insurance.
7. Supervision has a positive and insignificant effect on employee performance through communication.

Suggestion

1. Organizations must make regulations and punishments for employees who make mistakes to discipline employees, both those with problems and those without problems, because work discipline is very important for work speed and work completion.
2. Supervision must be carried out by the organization very strictly but it is not visible to employees that they are being watched to avoid employees who cheat, are naughty and make mistakes that occur in the future. This is useful for the progress of the organization.
3. Every employee is obliged to communicate well at work to avoid mistakes at work and also misunderstandings between employees. Communication also avoids disputes between employees.
4. As an employee, you are obliged to do your work according to the SOP rules that are given to make your work easier and do not do unnecessary things that cause harm to the organization and employees must also have a commitment to the organization, even if it is a little, to improve performance.

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